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WVARNG INTERNAL CONTROL REVIEW PROGRAM

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WVARNG INTERNAL CONTROL REVIEW PROGRAM

SECTION I - INTRODUCTION

1. Before describing how the ARNG Internal Control Program is executed, an understanding of the background leading up to this formalized program is in order.

2. Within the last decade, the Congress, government officials and the general public have become increasingly concerned with fraud, waste and abuse in government programs and activities. The Budget and Accounting Practices Act of 1950 requires that each agency head establish and maintain systems of accounting and internal control. Such systems are expected to help prevent fraud, waste, abuse and mismanagement in Federal Government operations.

3. The Office of Management and Budget (OMB) issued a memorandum to the heads of all federal components stressing the need for adequate internal control systems. The Director of OMB pointed out that despite statutory requirements for adequate systems of internal controls (Budget & Accounting Act of 1950), there continued to be many instances of fraud, waste and abuse of government resources and mismanagement of government programs. These instances often resulted from weaknesses in internal controls or from breakdowns in compliance with internal controls.

4. Finally, in 1982 the Congress enacted the Federal Managers' Financial Integrity Act. This Act requires each executive agency not only to have internal accounting and administrative controls, but to do evaluations of these controls. It also requires each executive agency provide an annual statement on the control systems to the President and the Congress.

SECTION II - GENERAL INFORMATION

1. The West Virginia Army National Guard (WVARNG) will follow the policies and guidance for the establishment, surveillance and execution of the Internal Control Program as outlined in Army Regulation (AR) 11-2.

2. National Guard Bureau (NGB) supplementing policies and guidance to AR 11-2 are in this regulation and in memorandums issued on a periodic basis by the NGB Internal Control Administrator. Permanent information issued in future memorandums will be added to this regulation at its next revision.

3. WVARNG Operating Managers should have access to and become thoroughly familiar with this regulation and the following publications:

a. AR 11-2, Internal Control Systems.

b. DA Pamphlet 11-6, How to Evaluate Internal Controls and Develop Internal Control Review Checklists.

c. DA Circular, Series 11-XX-XX, Internal Control Review Checklists. The DA Circulars contain HQDA developed checklists. The series number will show the fiscal year the circular is published (second set of digits) and the sequence of publication, i.e. DA Circular 11-87-1, 11-87-2, 11-87-3, etc.

d. DOD Directive Number 5010.38, April 14, 1987, subject: Internal Management Control Program.

4. The basic tool used to execute this program is the internal control review checklist. NGB and HQDA functional proponents develop the checklists, publish and distribute them to the field for use by operating managers. Operating managers may modify checklists to accommodate local conditions so long as internal controls are not weakened by such changes.

5. This regulation supersedes WVARNG Memorandum Number 2, dated 1 March 1988, which outlined previous WVARNG Internal Control System Program requirements.

SECTION III - THE STATE INTERNAL CONTROL
ADMINISTRATOR'S ROLE

1. The State Internal Control Administrator is the Adjutant General's key person for ensuring that this program is operating within the State's WVARNG structure. An effective administrator should have:

- a. An in-depth working knowledge of the State ARNG.
- b. Authority to move throughout the organization to provide direction and guidance.
- c. A broad and comprehensive understanding of the general environment and how activities interact.
- d. An appreciation and general understanding of internal control concepts and techniques.
- e. Knowledge of ARNG policies and procedures (including documentation requirements and prescribed forms) for administering the ARNG Internal Control Program.

2. State Internal Control Administrators are responsible for:

- a. Ensuring that managers at all levels within the State ARNG structure are aware of their responsibility to ensure strong internal control systems and provide training, if necessary.
- b. Ensuring that internal control responsibilities are in the job performance standards and ratings for selected military/technician managers.
- c. Maintaining an up-to-date inventory of all checklists applicable to the ARNG and ensuring that these checklists reach managers who must use them to conduct reviews.
- d. Distributing checklists for use within the time frame established by the Army National Guard Five Year Management Control Plan.
- e. Ensuring, through sampling technique, that answers to test questions on completed checklists are properly supported.
- f. Establishing a system for tracking internal control weaknesses so that managers provide feedback on corrective actions.

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g. Preparing annual, mid-year and other special reports using accurate information and submitting them to NGB on time.

h. Involving the AG and senior management in the Internal Control Program.

SECTION IV - MANAGEMENT'S RESPONSIBILITY

1. All managers within the WVARNG structure have some degree of responsibility for either establishing or maintaining effective internal control systems. These systems must provide a reasonable assurance that funds, property and other assets are safeguarded from fraud, waste, abuse and mismanagement.

2. WVARNG senior and mid-level operating managers have the responsibility and the authority to correct weaknesses that are discovered by internal control reviews, internal and external audits, inspections, etc. throughout their subordinate elements. These managers are accountable for the success or failure of internal control practices and will be specifically rated on their performance in this area. The WVARNG Senior Operating Manager's are:

- a. Command Administrative Officer.
- b. Principal members of The Adjutant General's staff - SPMO, SMM, POTO, MILPO, SAO, IG, PAO, DOIM, GSAS, etc.
- c. United States Property and Fiscal Officer.
- d. Principal members of OUSPFO (e.g. Comptroller, Supply Management Officer, etc.).
- e. STARC Headquarters principal staff members - Chief of Staff, DCSPA, DCSPOPT, DCSLOG, ATS Manager.

3. Senior Operating Managers may formalize responsibility for internal control in performance documents of subordinates; however, avoid excessive application which reduces the intended focus of attention. Incorporation of internal control responsibilities into job performance standards below those positions cited above is discretionary. Subordinate mid-level managers will be referred to as being "Operating Managers".

4. While the Adjutant General is not rated, per se, his (AG's) signature on the Annual Assurance Statement implies that he has the responsibility to ensure that adequate internal controls are in place within the WVARNG.

5. Specific Responsibilities.

- a. Ensure general organizational adherence to the Army Internal Control Standards.

b. Ensure correction of internal control deficiencies, with priority emphasis on material weaknesses as soon as circumstances and resources permit. Be sure that improved controls or compliance are retested before reporting prior weaknesses as corrected.

c. Use prescribed (HQDA and NGB developed) Internal Control Review Checklists to evaluate applicable subtasks as scheduled by the Five Year ARNG Management Control Plan. Add to prescribed checklists to accommodate any State unique circumstances.

d. Verify, through testing or other means, that minimum essential controls are in place and operating.

e. Document, by remarks on the checklist or reference to supporting notes/documents, the basis for each checklist answer.

f. Maintain completed checklists in the work area, with supporting documentation. Keep these records until another review of the same function is done.

SECTION V - THE INTERNAL CONTROL REVIEW (ICR) PROCESS

1. Before explaining the ICR process, an understanding of the groundwork is needed. Two very important actions were initially undertaken:

a. First, every agency and department within the federal government had to segment its organization into components, programs and functions. The basic goal was to develop the organization's inventory of identifiable tasks and subtasks. NGB, the Active component and the Army Reserve identified all tasks and subtasks within the Department of the Army.

b. Once the inventory was developed, a risk assessment (RA) was done for each task/subtask. The purpose of this assessment was to review the susceptibility of each task/subtask to waste, loss, unauthorized use or misappropriation. The results of the assessment become the basis for any later action required to strengthen internal control systems in a cost-effective manner. Risk assessments were done by HQDA, to include NGB, functional proponents. The Army National Guard Five Year Management Control Plan (Appendix E) is the result of the risk assessment process.

2. While NGB assessed its tasks/subtasks, the Active component and the Reserve were doing their own RA's. While not an exact match, many tasks done by the ARNG and the Active Component received similar assessments. A good example is the high susceptibility of Temporary Duty (TDY) travel to waste, loss and unauthorized use of federal funds.

3. Once the inventories and RA's were complete the internal control review process took over. As stated in paragraph 2, functional proponents are the key players in steps 1-5. Listed below are those steps:

Step 1 - PLAN THE REVIEW - What is the scope of the task? Ideally, one checklist is developed for each subtask.

Step 2 - IDENTIFY AND VERIFY EVENT CYCLES - What steps must occur to carry process from a logical beginning to a logical ending?

Step 3 - REVIEW THE VULNERABILITY AND DETERMINE RISK - The primary purpose of the revisit to the RA is to ensure an understanding of the vulnerability of the subtask and to relate specific areas of concern to event cycles. This step

identifies the nature of the risk involved. Remember, risk is the potential for waste, loss or abuse of resources.

Step 4 - ESTABLISH CONTROL OBJECTIVES - What happens if loss due to fraud, waste or mismanagement were successfully controlled?

Step 5 - IDENTIFY AND EVALUATE CONTROL TECHNIQUES - These are the words and phrases that require specific actions to be taken.

4. Let's identify a task/subtask and carry it through the steps above. Since Temporary Duty (TDY) travel came up in the preceding chapter, we will use that subtask for our example. First, the Deputy Chief of Staff for Personnel, HQDA is the functional proponent for Personnel Activities (TASK) and Military Orders are a SUBTASK of Personnel Activities.

Step 1 - What is the scope of the task/subtask? Personnel Activities/Military Orders (the task/subtask) is too broad an area to try to cover in one checklist. Military Orders could then be broken into components, such as Temporary Duty (TDY) Travel Orders.

Step 2 - What event cycles (processes) take place that have to do with Temporary Duty (TDY) Travel Orders? Cycles could be requesting TDY, approving TDY, and authorizing TDY.

Step 3 - What areas of concern could there be with requesting TDY? Is any risk (potential for waste, loss or abuse of resources) involved? The risk could be the waste of travel funds because the mission could be accomplished by alternative means such as correspondence, telephone or teleconferencing.

Step 4 - The Control Objective (eliminate risk) would then be that all TDY travel requests are based on essential mission or training needs of the organization.

Step 5 - What actions need to be taken to meet the control objective? It could be to pinpoint responsibility and accountability of requesting officials initiating travel requirements and authorizations.

5. The result of following and documenting the steps described above is a checklist which managers will use to review their role as "requesting officials" in the Temporary

Duty (TDY) Travel Order process. Appendix A shows a portion of the TDY checklist developed by MILPERCEN, the Army proponent for military orders. Operating managers will use this checklist to conduct all future reviews of TDY systems.

6. Sections VI and VII of this regulation will explain the final steps in the Internal Control Review (ICR) Process. The final three steps in the ICR process are taken by the operating manager.

SECTION VI - COMPLETING THE INTERNAL CONTROL REVIEW
(THE OPERATING MANAGER'S ROLE)

1. It is the operating manager's job to complete the internal control review process by using the internal control checklist supplied to him/her by the Internal Control Administrator or Senior Operating Manager.

2. There are several options the manager can use to complete the internal control review. They are:

a. Select a sample of action officers responsible for this function. These action officers use the checklist. Results are summarized by the operating manager.

b. The operating manager could use the checklist based on his/her knowledge of the area under review.

c. Delegate use of the checklist to a key subordinate. The operating manager would still be responsible for the conduct of the review and ensuring that the checklist responses are properly supported.

d. Use the committee approach. The operating manager would serve as chairman and selected action officers serving as committee members. Again, the operating manager is responsible for the completed, signed checklist. (A member of the Internal Analysis and Review Section would be excellent component for a committee approach.)

2. The operating manager should retain all original paperwork and any backup documentation in his/her files. These records will be kept in the current files until another review of this function is conducted. This file must be available for audit purposes.

3. Provide the State Internal Control Administrator with a signed statement of reasonable assurance (found on last page of checklist) and an Internal Control Weakness Form, if corrective actions are required. These statements will be signed by the responsible Senior Operating Manager.

4. Step 1 - Testing. (This is Step 6 in the total process.)

a. Testing verifies that control techniques are operational and functioning as intended. Testing, depending on the step and the cycle may be easy or complex. The manager

must do enough review to provide himself/herself with a high level of confidence in the answers to the checklist questions.

b. Before testing, the manager should review the general control environment. The results of this review should be documented and used to help determine the amount of testing needed. When elements of the control environment are weak, the manager should take corrective actions if cost-effective. Also, testing should be more thorough when the control environment is weak. (See Section VII which covers the analysis of the general control environment.)

c. Testing involves checking out the controls by answering the questions on the checklist. Testing the controls will allow the manager to have confidence in the control system based on good hard data.

d. Testing is a "labor intensive" exercise - a manager cannot sit at a desk and fill out the checklist in an hour.

e. Managers do not need to be professional auditors, statisticians or mathematicians to satisfactorily test internal controls. Listed below are some methods operating managers may wish to consider using in order to substantiate their answers to the questions on the checklist.

f. Methods to Test Controls.

(1) Document Analysis: Reviewing existing records, completed forms, or other documentation.

(2) Observations: Use observation when testing the controls for an entire event cycle. The observer watches what is being done and the people involved in doing it.

(3) Interviews: Eliciting information from the personnel who do the control. Interviews supplement document analysis or observations. Interviews can provide valuable information about the operation of controls under many different situations.

g. How Much Testing is Needed?

(1) It is unrealistic to observe every time a control is used or to review 100% of the records. Instead, we test controls by observing a selected number of them or by reviewing a portion of the existing records. This selection

process is sampling. Testing controls involves selecting a test sample.

(2) Your analysis of the general control environment plays a major role. A high score in your analysis, i.e. high risk of controls not in place would suggest more extensive testing, a low score might suggest minimum risk and fewer tests will be necessary.

h. Selecting a sample. The most straightforward guidance on selecting a sample is to make sure the selected sample is a miniature version of the whole - in other words, it's representative. A representative sample allows you to form conclusions with confidence that your findings are not happening by chance.

(1) Breadth of Sample is making sure that the testing done covers all bases. As an example, breadth of sample observes equal numbers of experienced and inexperienced personnel as opposed to observing only the most experienced personnel. Breadth of sample would review 10% of the requisition forms from a full year as opposed to sampling all requisition forms for December.

(2) Size of Sample should be large enough to allow the manager to conclude that the findings have not happened by chance. On the other hand, the size should not be so large that testing becomes costly. Consider the following when selecting the size of the sample:

- Experience from past reviews - reducing the size of the sample when controls have operated satisfactorily in the past, and no major changes in system/personnel have occurred.

- Allowable margin of error - increasing the size of the sample when only a small margin of error is acceptable.

- Importance of resources at risk - increasing the size of the sample when an important resource is at stake.

- Type of control - increasing the size of the sample when the control requires making judgment calls. Decreasing the size of the sample when the control is routine.

i. It is helpful to develop a sampling plan before testing, i.e., document the who, what, where and when.

Examples are:

Review 10 purchase orders per month for one fiscal year.
Interview 10% of the staff.
Review 10% of all receiving forms for each quarter during the past year.

j. Conducting the Tests. Once the test sample is selected, the manager is ready to begin conducting the tests. Some tips:

(1) Stick with the sampling plan unless there is a need to expand the breadth or size of the sample.

(2) Try not to bias the results by your presence or actions.

(3) Take good notes during the tests. Review notes and summarize findings while the information is still fresh.

(4) Keep good records of all documents reviewed, e.g. document title, number, date, etc., and all persons observed or interviewed and the date.

(5) If possible, retain copies of authorizing documents or other physical evidence that controls are working. When the size of the sample prohibits the retention of such copies, then make sure to show where the records are kept.

k. Document the Test. The final step is to document the test. Documentation should include:

(1) WHO: Who conducted the test, who was observed, who was interviewed.

(2) WHAT: What was reviewed or observed, what was collected during the interviews, what were the results.

(3) WHEN: When were the reviews, observations or interviews conducted.

(4) WHERE: Where were the reviews, observations or interviews conducted.

1. The manager must answer each test question with a "YES", "NO", or "NA" and provide reasonable comments showing the basis for each response. In effect, these comments must show that "tests" (e.g. details on the observation, examination, sampling) were made to verify the required internal controls are in place and operating.

(1) Annotate comments directly in the "Remarks" space provided for the question (e.g. personally reviewed a random selection of 40 vouchers) or a reference to an attached note, memorandum or document showing the verification action.

(2) Since test questions cover minimum essential controls which should be standard for all units doing the task, an adequate explanation is also needed for any "NA" response.

(3) In summary, "belief" that an internal control is in place and operating is not adequate. You must show verification supporting confidence in the adequacy of controls.

m. Once testing is complete, the manager must sign the statement at the end of the internal control review checklist. His/her signature attests that the area covered by the checklist was reviewed and that internal controls are in place and operating or that weaknesses discovered have been/will be corrected according to the written Plan of Corrective Action.

5. Step 2 - Selecting Corrective Actions. (This is Step 7 in the total process.)

a. The manager should take corrective action during the ICR to the extent actions can be taken locally. Such actions could include bringing operations into compliance with the prescribed procedures. Other actions may be more complex and require a longer time to carry out. Before taking corrective actions, consider available alternatives and decide which is the most cost-effective.

b. Refer deficiencies that cannot be corrected locally through command channels to the appropriate level for correction.

c. You may decide not to take corrective action if the risk is acceptable in terms of the cost of the corrective action. Whatever course of action is taken, you must document

the basis for that decision.

d. Examples of broad corrective actions are as follows:

- Update existing organization structure.
- Modify systems used to safeguard ADP access.
- Automate reporting functions.
- Design and conduct training.
- Clarify delegation of authority.
- Integrate approved budgets into operating plans.
- Clarify communications lines.
- Improve timeliness, accuracy, usefulness of reports.
- Provide clear, measurable performance standards.
- Reorganize to provide a more efficient structure.
- Modify policies and procedures.
- Install appropriate checks and balances.

6. Step 3 - Reporting. (This is Step 8 in the total process.)

a. The ability of management at all levels to show it has detected and corrected, or is correcting, serious weaknesses in the efficient and effective use of resources is the underlying goal of the Integrity Act.

b. Absence of or noncompliance with any internal control for accomplishing regulatory requirements constitutes an "internal control weakness". A "weakness" in internal controls becomes a "material weakness" based on the operating manager's judgment about the relative significance of the problem.

c. The weakness is "material" if it requires the attention/awareness of the next higher level of management -- from the assessable unit manager through the chain of command up to the AG. Internal Control weaknesses found at any level within the organization and not considered material are not reported to the next higher level. Weaknesses that do not "wash out" through each succeeding level of management will be those that require the AG's attention.

d. Provide the Internal Control Administrator with a summary of the weaknesses detected since the administrator will be tracking weaknesses to ensure corrective actions are taken promptly.

e. Use the internal control review weakness form to report weaknesses. (See Appendix C.)

SECTION VII - ANALYSIS OF THE GENERAL CONTROL ENVIRONMENT

1. Simply stated, the general control environment is the work setting. The work setting has a major impact on the success of internal control.

2. Complete the General Control Environment Review worksheet (Appendix B) before beginning any internal control review. In order to analyze each element of the general control environment the manager should answer the questions provided in paragraph 3 below. These questions help analyze each element which makes up the general control environment.

3. The answers to the questions below serve as the basis for selecting a score for each element of the general control environment review. As a reminder, when elements of the control environment are weak, corrective actions may be necessary if cost-effective AND testing during the internal control review needs to be more thorough.

a. MANAGEMENT ATTITUDE. The way in which management responds to recommendations from oversight groups (e.g. IG, USAAA) and other evaluation groups (e.g. Internal Review, NGB assistance teams) can be an aspect in controlled losses. A lack of responsiveness suggests a higher degree of susceptibility to loss due to fraud, waste, abuse or mismanagement of resources.

(1) Are managers in the chain of command for this functional area:

(a) Responsive to recommendations received from oversight groups and other evaluation groups?

(b) Interested in planning and carrying out internal control systems?

b. ORGANIZATION STRUCTURE. The organizational structure provides the framework for work performance. An effective and efficient organizational structure supports a system of controls.

(1) Is the organizational chart current?

(2) Does the organizational structure help rather than hinder work performance?

(3) Does the organizational structure provide for proper amounts of supervision?

(4) Does the organizational structure support a system of internal controls?

c. PERSONNEL PRACTICES. Internal controls are highly dependent on the personnel. The personnel practices must ensure the competence and integrity of the organization's personnel. Control systems will fail without competent people.

(1) Do personnel practices include:

(a) A code of conduct?

(b) Provisions for conflict of interest disclosures?

(c) Accurate and up-to-date position descriptions?

(d) Periodic performance appraisal of all employees?

(e) A reward system based on performance?

(f) Sufficient training opportunities to improve competency and update employees on new policies and procedures?

(2) Do personnel practices support a system of internal controls?

d. DELEGATION AND COMMUNICATION OF AUTHORITY AND RESPONSIBILITY. Appropriate delegation or limitation of authority must exist in order to support a system of internal controls.

(1) Does delegation of authority:

(a) Exist in writing?

(b) Delineates duties and responsibilities?

(c) Prevent overlapping, duplication and conflicts of duties and responsibilities?

(d) Grant sufficient authority to officials to carry out their responsibilities?

(e) Divide responsibility so that no single official controls all phases of a critical transaction?

(2) Does delegation of authority support a system of internal controls?

e. POLICIES AND PROCEDURES. Clear-cut, understandable and precisely stated policies and procedures are required in order to ensure that established control systems are successfully used.

(1) Are policies and procedures:

(a) Current and in writing?

(b) Consistent with statutory authority?

(c) Simple and easy to understand?

(d) Revised and updated as necessary?

(2) Do policies and procedures help rather than hinder work performance?

(3) Do policies and procedures support a system of internal controls?

f. BUDGETING AND REPORTING. A systematic process for budgeting is necessary for justifying the allocation of personnel, information and capital resources. It is necessary for carrying out operations effectively, efficiently and economically. Systematic budgeting goes hand in hand with effective internal controls. The process by which data are collected, organized, transmitted and retained must be carefully managed in order to support a system of internal controls. Reporting practices should be done in a cost-effective manner while achieving all mandatory reporting requirements.

(1) Is there a long-range planning process?

(2) Is the budget system integrated with the planning process?

- (3) Is the accounting system integrated with the budget system?
- (4) Does the approved budget become the operating plan?
- (5) Are plans and budgets effectively communicated throughout the organization?
- (6) Does the budgeting and planning process support a system of internal controls?
- (7) Are reports timely, accurate, useful and distributed to appropriate users?
- (8) Do progress or performance reports show comparisons with planned performance, budget allowances or past performance?
- (9) Are reports made in agreement with prescribed directives?
- (10) Are personnel required to report only on those matters within their control?
- (11) Are reports made on the internal control system?

g. ORGANIZATIONAL CHECKS AND BALANCES. The establishment of an appropriate level of organizational checks and balances is critical to the success of an organization. Organizational checks and balances include a system of controls, a system of self assessment, and a system for prompt follow-up and resolution of audit/review findings.

- (1) Are program evaluations/management reviews routinely done?
- (2) Are audits done routinely?
- (3) Are audit and review findings corrected as soon as possible?
- (4) Does the activity have an audit follow-up program?
- (5) Does the activity have a fraud, waste and abuse awareness program?

(6) Are objectives for internal controls identified and developed?

h. ADP CONSIDERATIONS. When used, automated data processing can greatly enhance an internal control system. Also, ADP systems require that special control features be built into the systems.

(1) Are data safeguarded to prevent unauthorized access, improper changes or loss?

(2) Do appropriate controls exist to detect unauthorized use of the system?

(3) Are there procedures in place to ensure that data entered are authorized/approved, complete, accurate and timely?

(4) Are there procedures in place to ensure that data outputs are complete, accurate and timely?

(5) Are the personnel aware of the control risks in ADP systems?

SECTION VIII - INTERNAL CONTROL PROGRAM REPORTING
REQUIREMENTS FOR OPERATING MANAGERS

1. The WVARNG must provide the National Guard Bureau with a statement on internal control systems. In order to provide this statement designated Operating Managers will provide the Adjutant General with an evaluation of the internal control systems within his branch.
2. The Adjutant General (TAG) provides feeder information and an annual assurance statement on the status of internal controls within the WVARNG to the Chief, National Guard Bureau. The TAG's statement, along with statements from other state Adjutants General, serves as feeder information for the Chief, National Guard Bureau's (CNGB) statement to the Secretary of the Army. The CNGB's statement will reflect the status of internal controls within the Bureau and at each State ARNG. It will consider all audit findings, actual losses, and other evidence alleging or suggesting material weaknesses in internal controls.
3. The degree of each Senior Operating Manager's reported confidence in the adequacy of internal controls throughout his/her area of responsibility must be:
 - a. Traceable to pinpointed responsibility and accountability of subordinate supervisors. (Performance agreements.)
 - b. Evidence of adequate compliance with coverage required by the ARNG Management Control Plan. (Using checklists.)
 - c. Responsive correction of any internal control weaknesses.
 - d. General effective adherence to Internal Control Standards. (Chapter 2, AR 11-2.)
4. PREPARATION OF THE OPERATING MANAGER'S ANNUAL ASSURANCE STATEMENT.
 - a. Each Senior Operating Manager will submit a composite annual feeder statement on the status of internal controls. Submit the statement by the 10th calendar day of September each year. The Senior Operating Manager's statement supports the statement prepared for the CNGB by the TAG. Each Senior Operating Manager must personally sign this statement.

b. The Senior Operating Manager may provide additional special instructions not covered in this handbook.

c. Senior Operating Manager's annual assurance statements will follow the format at Appendix D. Report any material weaknesses using the format at Appendix C.

d. Specific instructions for preparation of the Senior Operating Manager's Annual Assurance Statement (Appendix D).

(1) Paragraph 1. Fill in your (section/department) name.

(2) Paragraph 3. Use the parenthetical phrase "except as included in this report" if you submit any NEW material weaknesses.

(3) Paragraph 4. Fill in your (section/department) name in the first sentence. If you submit material weaknesses, use the parenthetical sentence "Enclosure 1 - (#) provide details on material weaknesses currently and previously detected."

5. PREPARATION OF MATERIAL WEAKNESS FORMS.

a. General information on what Material Weaknesses should be reported to the National Guard Bureau.

(1) The weakness is "material" if it requires the attention/awareness of the next higher level of management -- from the assessable unit manager through the chain of command up to the AG. Weaknesses that do not "wash out" through each succeeding level of management will be those that require the AG's attention. If the AG determines that the "material weakness" is of such significance to warrant the attention of the Chief, National Guard Bureau, the "material weakness" is included as part of the AG's Annual Assurance Statement, whether the deficiency was corrected or remains to be corrected.

(2) Identification. The final determination to categorize an "internal control weakness" as a "material weakness" results from management judgment about the relative impact of the weakness. Reportable material weaknesses are those that have or could create any of the following situations:

(a) Significant actual or potential loss of

resources (magnitude of funds, property or other resources involved).

- (b) Frequency of actual/potential losses.
- (c) Current or probable media interest.
(Adverse publicity.)
- (d) Current or probable Congressional interest.
(Adverse publicity.)
- (e) Unreliable information from any source causing/may cause unsound management decisions.
- (f) Impair fulfillment of essential mission.
- (g) Violation of statutory or regulatory requirements.
- (h) Impact on information security.
- (i) Deprive the public of needed Government services.

Remember, DOLLAR SIGNIFICANCE IS NOT NECESSARILY THE DECIDING FACTOR. The final determination as to those material weaknesses to be reported to the National Guard Bureau will be made by the Adjutant General.

(3) Sources of Material Weaknesses. Material weaknesses come from internal control reviews, external audits and inspection reports, internal review findings, etc. Internal Control Administrators must have access to these reports to assure that all material weaknesses are reported through the chain of command to the AG and possibly to the Chief, National Guard Bureau.

(4) Report the status of any uncorrected weaknesses.

(5) Close out any weakness when materiality has been significantly reduced and only "clean up" actions remain. Clean up actions may be writing/updating a state regulation, SOP, etc.; establishing a block of instruction in locally developed classroom training; or continued coordination/emphasis with others.

(6) Specific instructions for Completing Appendix C,

Material Weakness. This format must be used.

(a) Check one block in each set at top of page.
(Must be checked.)

(b) Reporting organization will read: (State abbreviation, e.g. WVARNG.)

(c) Material Weakness ID: Use the fiscal year and number each reported weakness sequentially, i.e. 88-1, 88-2, 88-3, etc. (Use on NEW weaknesses only. These numbers will be used in the future to track weaknesses to completion.)

(d) Date: Use 30 Sep 88.

(e) Task/subtask: Use the task/subtask designators found in the ARNG Five Year Management Control Plan. This will greatly enhance the consolidation and tracking of actions that must be done when we send our consolidated report forward.

(f) Short Title of Weakness: Self explanatory.

(g) Description of Weakness: Self explanatory.

(h) Weakness detected by: Refer to paragraph 6a(3) above. Use the following codes to identify source:

Code	Description
1	Internal Control Review
2	DOD IG
3	US Army Audit Agency
4	GAO
5	Internal Review
6	Army IG inspection
7	Other (Specify)

(i) Plan of Corrective Action: Self explanatory. Completion dates must be in Month/Year format. Terms such as "on going", "FY 89", "in process", are not acceptable.

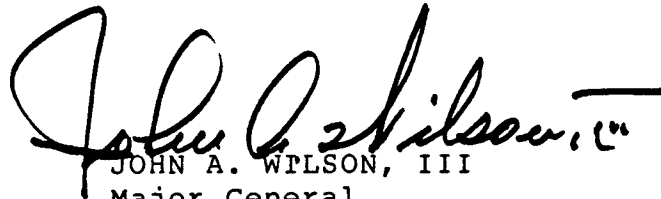
(j) Point of Contact Information:
Operating Manager's name, etc.

SECTION IX - INTERNAL CONTROL REVIEWS CONDUCTED IN THE WVARNG

1. The Senior Operating Managers will be responsible for conducting internal control reviews using published checklists in all functional areas. A plan, based on risk assessment, is developed and will be updated on a continuing basis. This action ensures that reviews are scheduled and conducted.

2. Appendix E to this handbook is the ARNG Five Year Management Control Plan. State Internal Control Administrators will receive revisions to the plan throughout the year from NGB as functional areas are assessed and corresponding checklists are developed and published.

FOR THE GOVERNOR:



JOHN A. WILSON, III
Major General
The Adjutant General

DISTRIBUTION:
"A"

APPENDIX A

INTERNAL CONTROL REVIEW CHECKLIST
(AR 310-10)

TASK: Personnel Activities
SUBTASK: Military Orders
This Checklist: Temporary Duty (TDY) Travel Orders

Organization:
Action Officer:
Review:
Date Completed:

ASSESSABLE UNIT: This checklist will be completed by OPERATING MANAGERS at installation, division and separate unit, MACOM, FOA, and HQDA levels who have been delegated authority to be Travel Requesting Officials, Travel Approving Officials, or Order Authorizing Officials. Separate EVENT CYCLES have been developed for each role. OPERATING MANAGERS need only complete the EVENT CYCLE(S) applicable. Some OPERATING MANAGERS are both Requesting and Approving Officials.

Implementation and Improvement: This checklist must be used as soon as possible by ASSESSABLE UNIT MANAGERS in response to problems with TDY travel reported by the Army Inspector General.

(OPERATING MANAGERS who use this checklist and have recommendations for improvement are requested to send them through MACOM Internal Control Administrators to MILPERCEN, the Army proponent for military orders, NLT 30 November 1988. The address is: Commander, MILPERCEN (DAPC-ALS), Room 3549, Hoffman Building 2, 200 Stovall Street, Alexandria, VA 22322-0400.)

In addition to periodic use required by AR 11-2, managers should use this checklist as a daily guide for ensuring compliance with essential actions for TDY travel.

EVENT CYCLE 1: Requesting TDY Travel

Step 1: Validating the mission need for TDY travel.
RISK: Waste of travel funds because the mission could be accomplished by alternative means such as correspondence, telephone, or teleconferencing.

CONTROL OBJECTIVE: All TDY travel requests are based on essential mission or training needs of the organization.

CONTROL TECHNIQUE: Pinpointed responsibility and accountability of Requesting Officials initiating travel requirements and authorizations.

Test Question:

1. Are individuals designated as TDY Travel Order Requesting Officials advised of their pinpointed responsibility and accountability for protecting government resources under management responsibilities of Public Law 97-255, Federal Managers' Financial Integrity Act (AR 11-2)?

Response YES _____ NO _____ NA _____
Remarks

2. Are guidelines clear on the need to consider alternative before authorizing TDY travel for mission and training accomplishment (teleconference, correspondence, local training, etc.)?

Response YES _____ NO _____ NA _____
Remarks

3. Do the objectives, locations and performance period for the TDY mission warrant the number of travelers?

Response YES _____ NO _____ NA _____
Remarks

4. Are trips planned in advance with due regard to maximizing productive weekdays and minimizing weekend and holiday usage?

Response YES _____ NO _____ NA _____
Remarks

5. Does experience (e.g., necessary reimbursement actions) demonstrate that travel advances are based on realistic cost estimates--including the number of authorized TDY days?

Response YES _____ NO _____ NA _____
Remarks

6. Does adequate justification exist for requesting "Variation Authorized" in block 11 of the DD FORM 1610?

Response YES _____ NO _____ NA _____
Remarks

7. Are requests for TDY travel prepared on DD Form 1610,
Request and Authorization for TDY Travel of DOD Personnel, and
submitted for review and approval at the earliest practicable
date?

Response YES _____ NO _____ NA _____
Remarks

APPENDIX B

GENERAL CONTROL ENVIRONMENT REVIEW

This Checklist:

Organization: _____
Action Officer: _____
Reviewer: _____
Date Completed: _____

A review of the General Control Environment was conducted before testing. The assessment of that review is documented below:

CRITERIA _____ SCORE _____

(1) Management Attitude. Management recognizes the importance of and is fully committed to the establishment of a strong system of internal controls as communicated to employees through actions and words. 1 2 3 4 5 _____

(2) Organizational Structure. There are clearly defined units to do the necessary functions and firmly established reporting relationships. 1 2 3 4 5 _____

(3) Personnel. Personnel are highly competent and well trained. 1 2 3 4 5 _____

(4) Delegation and Communication of Authority and Responsibility. Appropriate delegation or limitation of authority is written, well-defined and communicated in a manner that provides assurance that responsibilities are effectively discharged. 1 2 3 4 5 _____

(5) Policies and Procedures. Policies and procedures on how the organization is intended to work in all situations is clearly defined, documented and disseminated to all employees. 1 2 3 4 5 _____

(6) Budgeting and Reporting Practices. Organizational goals are specific and 1 2 3 4 5 _____

communicated and the extent of their accomplishments is continually monitored.

(7) Organizational Checks and Balances. 1 2 3 4 5 ____
A high level of financial and other management controls and internal auditing is established and maintained.

(8) ADP Consideration. Management is 1 2 3 4 5 ____
fully aware of the strengths and exposures inherent in ADP systems and ensures the existence of appropriate controls.

Legend: 1-Always; 2-Normally; 3-Sometimes; 4-Rarely; 5-Never

APPENDIX C

MATERIAL WEAKNESS REPORTING FORMAT

- Corrective actions have been taken
- Requiring corrective action
- Discovered in prior years
- Discovered in current FY

Reporting Organization: -----

MATERIAL WEAKNESS ID _____

Date: _____

Task/Subtask Code: _____

Short Title of Weakness:

Description of Weakness. (Include estimates of dollar or operational significance of weakness.)

Weakness detected by: (Use Listing)

PLAN OF CORRECTIVE ACTIONS

Action	Completion Date (Month/Year)
--------	---------------------------------

Point of contact for information:

Name: _____

Office Address _____

Phone Number _____

APPENDIX D

THE OPERATING MANAGER'S ANNUAL ASSURANCE STATEMENT

(Office Symbol)

MEMORANDUM FOR; The Adjutant General

SUBJECT: FY XX Annual Assurance Statement on Internal Controls

1. The internal accounting and administrative control system within the (Division Section) of the West Virginia Army National Guard provides reasonable assurance that:

a. Assets are safeguarded against waste, loss, unauthorized use or misappropriation;

b. Obligations and costs comply with applicable law;

c. Revenues and expenditures applicable to my operations are properly recorded and accounted for to permit the preparation of accounts and reliable financial and statistical reports and to maintain accountability over the assets; and,

d. Programs and administrative functions are efficiently and effectively carried out in accordance with applicable law and management policy.

2. My determination is based on methods I believed necessary to evaluate the adequacy of internal controls and decide if they are in place and operating. These methods included application of all specifically required Internal Control Review Checklists in my area of responsibility.

a. Consideration of audit, inspection and other independent review reports.

b. Assurance given to me by my principal subordinates who are responsible for the day-to-day oversight of the effectiveness of internal controls.

c. Assigning specific responsibility for the adequacy of internal controls to military and technician supervisors.

3. The application of checklists and other methods of evaluation in my section/department has not detected any material weaknesses which requires your attention (except as

included in this report). All other noted weaknesses have been or are being corrected. I have reviewed these weaknesses and am satisfied that actions taken or scheduled are sufficient to correct the deficiencies with a reasonable period of time.

Encl(s)

(Signature)

APPENDIX E

ARMY NATIONAL GUARD FIVE YEAR MANAGEMENT CONTROL PLAN

FIVE YEAR ARMY NATIONAL GUARD MANAGEMENT CONTROL PLAN

TASK/SUBTASK TITLE OF CHECKLIST	RA	RELATED DIRECTIVE	RESP OFFL	CHECKLIST CAN BE FOUND IN	INTERNAL CONTROL REVIEW SCHEDULE			
					FY88	FY89	FY90	FY91

OTHER SERVICE-WIDE SUPPORT

01.030000 - CASUALTY SERVICES Post Cemetery Services	L	AR 210-190	EE	DA Cir 11-87-4, 4 Dec 87	X				
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ARMY INFORMATION MANAGEMENT

02.010000 - INFORMATION MANAGEMENT Information Management Plan	L	AR 25-5	F	DA Cir 11-87-5, 25 Sep 87	X				
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02.010200 - COMMUNICATIONS Military Affiliate Radio System (MARS)	L	AR 25-6	D	DA Cir 11-86-1, 30 Jul 86					X
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BASE SUPPORT SERVICES GENERAL

03.020000 - TROOP ISSUE SUBSISTENCE ACTIVITIES Accounting and Operations	M	AR 30-18	C(1)	DA Cir 11-87-1, 5 May 87				X	
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03.020200 - SUBSISTENCE ITEM SURVEY Subsistence Item Survey	L	AR 30-16	C(2)	DA Cir 11-86-3, 17 Dec 86				X	
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03.040100 - DINING FACILITIES Dining Facility Operations	H	AR 30-1	C(3)	DA Cir 11-86-1, 30 Jul 86			X		X
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03.040200 - MEAL CARD Meal Card Management	L	AR 600-38	C(4)	DA Cir 11-86-1, 30 Jul 86				X	
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03.040300 - FEEDING STRENGTH Feeding Strengths	H	AR 30-5	C(1)	DA Cir 11-86-3, 17 Dec 86			X		X
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FIVE YEAR ARMY NATIONAL GUARD MANAGEMENT CONTROL PLAN

TASK/SUBTASK TITLE OF CHECKLIST	RA	RELATED DIRECTIVE	RESP OFFL	CHECKLIST CAN BE FOUND IN	INTERNAL CONTROL REVIEW SCHEDULE		
					FY88	FY89	FY90

03.080200 - FIELD LAUNDRY AND BATH Field Laundry and Bath Operations	L	AR 700-135	BB,DD	DA Cir 11-87-4, 4 Dec 87			X		
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03.110000 - OPERATION OF MUSEUMS Museum Operations	L	AR 870-20	EE	DA Cir 11-87-5, 15 Dec 87			X		
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COMBAT FORCES OPERATIONS

05.020200 - OPERATIONAL DEPLOYMENTS CAPSTONE Program	L	AR 11-30	D w/C	DA Cir 11-87-2, 3 Jul 87			X		
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05.020600 - OPERATIONAL SECURITY OPSEC at all Levels of Command	L	AR 530-1	D	DA Cir 11-87-1, 5 May 87			X		
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05.021100 - MILITARY SUPPORT Mil Assistance to Safety and Traffic Assessment/Review of Procedures and Activities	L	AR 500-4	F	DA Cir 11-87-1, 5 May 87					X
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05.316220 - SUPPORT OF AVIATION SYSTEM Inspection and Prep of Army Aircraft for Transfer to Foreign Gov'ts as Grant Aid or Foreign Military Sales	L	NGR 500-1	G	Transmittal #47, 18 Feb 88			X		
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MANAGEMENT AND COMMAND ACTIVITIES

06.E27350 - LUMBER REQUIREMENTS FOR MOBILIZATION Mobilization Reserve Requirements for Lumber and Allied Products	L	AR 700-114	C	DA Cir 11-87-4, 4 Dec 87					X
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15 June 1988

FIVE YEAR ARMY NATIONAL GUARD MANAGEMENT CONTROL PLAN

TASK/SUBTASK TITLE OF CHECKLIST	RA	RELATED DIRECTIVE	RESP OFFL	CHECKLIST CAN BE FOUND IN	INTERNAL CONTROL REVIEW SCHEDULE		
					FY88	FY89	FY91
<u>FACILITIES SUPPORT</u>							
09.020000 - OPERATION OF UTILITIES **Heating, Energy Selection and Fuel Storage Distribution and Dispensing Systems	L	AR 420-49	C	DA Cir 11-87-4, 4 Dec 87	X		
09.040200 - REFUSE Solid and Hazardous Waste Management	L	AR 420-47	H w/C	DA Cir 11-87-4, 4 Dec 87	X		
09.040300 - PEST CONTROL SERVICES Pest Management Program	L	AR 420-76	H	DA Cir 11-87-1, 5 May 87	X		
09.050000 - MISCELLANEOUS ENGINEER ACTIVITIES Food Service and Related Equipment	L	AR 420-55	C w/H	DA Cir 11-87-4, 4 Dec 87	X		
<u>FINANCIAL MANAGEMENT</u>							
10.223100 - BUDGET EXECUTION Budget Execution Controls	L	AR 37-49	C	DA Cir 11-86-2, 3 Nov 86		X	
10.292000 - QUALITY ASSURANCE ACTIVITIES Quality Assurance Program	L	AR 11-37	C	Regulation		X	
10.294121 - RESERVE COMPONENT PAY ACTIVITIES IDT Pay Procedures at the Unit Level IDT Pay Procedures at the Input Station	H H	NGB Pam 37-104-3 NGB Pam 37-104-10	C(5) C	Transmittal #38, 25 Nov 86 Transmittal #38, 25 Nov 86	X X		X X
10.294140 - CIVILIAN PAY ACTIVITIES Time and Attendance Reporting and Administration	H	NGB Pam 37-105-1	C(6)	Transmittal #41, 13 May 87	X		X

FIVE YEAR ARMY NATIONAL GUARD MANAGEMENT CONTROL PLAN

TASK/SUBTASK TITLE OF CHECKLIST	RA	RELATED DIRECTIVE	RESP OFFL	CHECKLIST CAN BE FOUND IN	INTERNAL CONTROL REVIEW SCHEDULE					
					FY88	FY89	FY90	FY91	FY92	
10.294150 - TRAVEL PAY ACTIVITIES Travel Advances, Accruals, Settlements	M	AR 37-106	C	Regulation		X				
10.296100 - COMMERCIAL ACCOUNTS ACTIVITIES Commercial Accounts	M	AR 37-107	C	DA Cir 11-86-1, 30 Jul 86		X				
10.297110 - GENERAL ACCOUNTING ACTIVITIES Accounting Operations Billing and Collection of Charges for Billeting Administration of Training Workdays Approval for Official Partic at Mtgs of Private Organizations and Gov't Agencies Outside DOD	H	AR 37-1	C	DA Cir 11-86-2, 3 Nov 86	X		X		X	
	L	NGR 37-109	C	Transmittal #39, 12 Jan 87				X		
	H	NGR 37-111	D	Transmittal #45, 7 Dec 87	X		X		X	
	M	NGR 37-106	B	Transmittal #45, 7 Dec 87	X				X	
10.298110 - NONAPPROPRIATED FUND ACCOUNTING Administration of Unit Funds	M	NGR 230-65	C(7)	Transmittal #38, 25 Nov 86		X				
10.396000 - INTERNAL CONTROLS Internal Control Systems	H	AR 11-2	B	DA Cir 11-86-2, 3 Nov 86	X		X		X	
<u>HEALTH CARE</u>										
11.010000 - HEALTH CARE IN DEFENSE FACILITIES Medical, Dental and Veterinary Care Medical Record and Quality Assurance Administration	M	AR 40-3	I w/D&J	DA Cir 11-87-5, 15 Dec 87				X		
	M	AR 40-66	J,K	DA Cir 11-87-5, 15 Dec 87				X		
11.010400 - LOGISTICS Medical Logistics Policies and Procedures	L	AR 40-61	C	DA Cir 11-87-6, 28 Dec 87				X		

FIVE YEAR ARMY NATIONAL GUARD MANAGEMENT CONTROL PLAN

TASK/SUBTASK TITLE OF CHECKLIST	RA	RELATED DIRECTIVE	RESP OFFL	CHECKLIST CAN BE FOUND IN	INTERNAL CONTROL REVIEW SCHEDULE			
					FY88	FY89	FY90	FY91

11.010600 - VETERINARY

Veterinary/Medical Wholesomeness Assurance Program
 Inspection of Subsistence
 Veterinary/Medical Food Inspection
 DoD Hazardous Food and Nonprescription Drug Recall
 Vet/Med Destin Inspection of Salad-Type Convenience Foods
 Veterinary Health Services
 Veterinary Laboratory

L	AR 40-70	FF,66	DA Cir 11-86-1, 30 Jul 86				X	
L	AR 40-656	FF,66	DA Cir 11-86-1, 30 Jul 86				X	
L	AR 40-657	FF,66	DA Cir 11-86-1, 30 Jul 86				X	
L	AR 40-660	FF,66	DA Cir 11-86-1, 30 Jul 86				X	
L	AR 40-661	FF,66	DA Cir 11-86-1, 30 Jul 86				X	
L	AR 40-905	FF,66	DA Cir 11-86-1, 30 Jul 86				X	
L	AR 40-920	FF,66	DA Cir 11-86-1, 30 Jul 86				X	

INSPECTIONS AND AUDITS

14.100000 - INTERNAL REVIEW ACTIVITIES

Internal Review Activities

M	NGR 11-7	C	Transmittal #49, 22 Apr 88				X	
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14.210000 - INSPECTIONS

Inspections, Investigations

L	AR 20-1	L	DA Cir 11-86-1, 30 Jul 86				X	
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14.260000 - AUDIT REPORT PROCESSING AND FOLLOWUP

Audit Report Processing

L	AR 36-2	C	DA Cir 11-86-1, 30 Jul 86				X	
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INTELLIGENCE ACTIVITIES

16.060100 - EMISSIONS SECURITY

Control of Compromising Emanations

M	AR 530-4	G	DA Cir 11-87-1, 5 May 87				X	
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FIVE YEAR ARMY NATIONAL GUARD MANAGEMENT CONTROL PLAN

TASK/SUBTASK TITLE OF CHECKLIST	RA	RELATED DIRECTIVE	RESP OFFL	CHECKLIST CAN BE FOUND IN	INTERNAL CONTROL REVIEW SCHEDULE				
					FY88	FY89	FY90	FY91	FY92
16.060400 - COMMUNICATIONS SECURITY (COMSEC) Safeguarding COMSEC Material and Information	L	AR 380-40	6	DA Cir 11-87-1, 5 May 87		X			
16.060700 - INFORMATION SECURITY Classification Management	M	AR 380-5	6	DA Cir 11-87-1, 5 May 87	X				
16.060800 - AUTOMATION SECURITY AASP Implementation	L	AR 380-380	E	DA Cir 11-87-1, 5 May 87	X				
<u>MAINTENANCE ACTIVITIES</u>									
18.020100 - PRODUCTION CONTROL/QUALITY CONTROL Production Control/Quality Control	M	AR 750-1	M	DA Cir 11-87-2, 3 Jul 88		X			
18.020200 - INSPECTION/IDENTIFICATION/CLASSIFICATION AND COLLECTION Collection, Identification, Inspection and Classification	H	AR 750-1	M	DA Cir 11-86-2, 3 Nov 86	X		X		X
18.020300 - SHOP SUPPLY Shop Supply (Maintenance Operations)	H	AR 710-2	M	DA Cir 11-87-2, 3 Jul 87	X		X		X
18.020400 - MOTOR POOL OPERATIONS Motor Pool Operations	M	AR 750-1	M	DA Cir 11-87-2, 3 Jul 87		X			
18.020500 - MAINTENANCE OF EQUIPMENT Maintenance of Equipment	M	AR 750-1	M	DA Cir 11-86-2, 3 Nov 86		X			
18.050000 - EQUIPMENT READINESS Report of Army A/C, Inventory, Status and Flying Time	L	AR 700-138	F	DA Cir 11-87-3, 25 Sep 87					X

FIVE YEAR ARMY NATIONAL GUARD MANAGEMENT CONTROL PLAN

TASK/SUBTASK TITLE OF CHECKLIST	RA	RELATED DIRECTIVE	RESP OFFL	CHECKLIST CAN BE FOUND IN	INTERNAL CONTROL REVIEW SCHEDULE		
					FY88	FY89	FY90

PERSONNEL ACTIVITIES

19.040000 - MILITARY PERSONNEL FUNCTIONS

**Training, Readiness and Utilization Management of Title 32 USC Full-Time National Guard	L	AR 611-6	J	DA Cir 11-88-1, 9 Mar 88			X		
Army Weight Control Program	L	NER 600-3	I	Transmittal #49, 22 Apr 88		X			
Management of Army Divers	L	AR 600-9	J	DA Cir 11-87-3, 15 Dec 87			X		
Leave Policies and Programs	L	AR 611-75	J	DA Cir 11-87-3, 25 Sep 87	X				
Separation Program Designators	L	AR 630-5	I	DA Cir 11-87-4, 4 Dec 87		X			
Temporary Duty (TDY) Travel Orders	L	AR 635-5-1	I,J	DA Cir 11-87-2, 3 Jul 87		X			
	L	AR 310-10	Z	DA Cir 11-87-6, 28 Dec 87			X		

19.040400 - PROCESSING

Processing of Initial Entry Training Personnel (IET)	M	AR 612-201	J	DA Cir 11-87-4, 4 Dec 87	X				
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19.042000 - SOLDIER PROGRAMS

Incentives Programs	L	AR 135-7	J	DA Cir 11-87-6, 28 Dec 87	X				X
Aviation Service of Rated Army Officers	L	AR 600-105	F	DA Cir 11-87-3, 15 Dec 87					
Eligibility Determination for Entitlement to Flight Pay	L	AR 600-106	F	DA Cir 11-87-3, 25 Sep 87	X				

19.050000 - MANPOWER MANAGEMENT ACTIVITIES

Commissioned Officer Aviation Position Criteria	L	AR 570-1	D w/F,J	Regulation					X
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PUBLIC AFFAIRS ACTIVITIES

21.100000 - COMMUNITY RELATIONS Community Relations	M	AR 360-61	N	DA Cir 11-87-1, 5 May 87			X		
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FIVE YEAR ARMY NATIONAL GUARD MANAGEMENT CONTROL PLAN

TASK/SUBTASK TITLE OF CHECKLIST	RA	RELATED DIRECTIVE	RESP OFFL	CHECKLIST CAN BE FOUND IN	INTERNAL CONTROL REVIEW SCHEDULE					
					FY88	FY89	FY90	FY91	FY92	
21.300000 - PUBLIC INFORMATION Public Information	L	AR 360-5	N	DA Cir 11-87-1, 5 May 87		X				
<u>REAL ESTATE ADMINISTRATION</u>										
22.030000 - OUTGRANTING **Granting Use of Real Property	L	AR 405-80	C	DA Cir 11-88-1, 9 Mar 88						X
22.040000 - DISPOSAL **Disposal of Real Property	L	AR 405-90	C	DA Cir 11-88-1, 9 Mar 88						X
<u>SECURITY ACTIVITIES</u>										
24.010000 - MILITARY POLICE OPERATIONS Serious Incident Report (SIR)	L	AR 190-40	D	DA Cir 11-87-6, 28 Dec 87						X
24.020000 - INVESTIGATIONS Acceptance/Accreditation/Release of Investigative Personnel	L	AR 195-3	J w/D	DA Cir 11-87-3, 25 Sep 87						X
<u>SUPPLY ACTIVITIES</u>										
25.020200 - RECEIVING (DEPOT OPERATIONS) Management of the Receiving Operation	M	AR 740-1	C	DA Cir 11-88-1, 9 Mar 88						X

FIVE YEAR ARMY NATIONAL GUARD MANAGEMENT CONTROL PLAN

TASK/SUBTASK TITLE OF CHECKLIST	RA	RELATED DIRECTIVE	RESP OFFL	CHECKLIST CAN BE FOUND IN	INTERNAL CONTROL REVIEW SCHEDULE				
					FY88	FY89	FY90	FY91	FY92
25.020300 - WAREHOUSING (DEPOT OPERATIONS) Storage and Warehousing (General Supplies)	M	AR 740-1	C	DA Cir 11-88-1, 9 Mar 88		X			
25.030100 - INVENTORY CONTROL (WHOLESALE) Administration of Aviation Intensive Management Items	L	NSB Pam 710-1	F	Transmittal #44, 9 Sep 87					X
25.040100 - RETAIL SUPPLY OPERATIONS (STORAGE) Retail Supply Operations - Storage	M	AR 710-2	C	DA Cir 11-87-2, 3 Jul 87		X			
25.040200 - RETAIL SUPPLY OPERATIONS (SUPPLY MANAGEMENT) Retail Supply Operations - Supply Management	H	AR 710-2	C	DA Cir 11-87-6, 28 Dec 87		X			
25.040300 - RETAIL SUPPLY OPERATIONS (PROPERTY BOOK) Retail Supply Operations - Property Book	H	AR 710-2	C	DA Cir 11-87-4, 4 Dec 87		X			
25.040400 - PRESCRIBED LOAD LIST Retail Supply Operations - Prescribed Load List	L	AR 710-2	M	DA Cir 11-87-2, 3 Jul 87					X
25.050000 - AMMUNITION ACCOUNTABILITY Accountability of Ammunition	H	NSB Pam 350-3	HH	Transmittal #41, 13 May 87		X		X	X
25.090000 - ARMY ENERGY PROGRAM Administering the ARNG Energy Program	M	NSR 11-27	JJ	Transmittal #39, 12 Jan 87				X	
25.100000 - COAL AND PETROLEUM PRODUCTS Petroleum Accountability	L	AR 703-1	C	DA Cir 11-87-3, 25 Sep 87					X

15 June 1988

FIVE YEAR ARMY NATIONAL GUARD MANAGEMENT CONTROL PLAN

TASK/SUBTASK TITLE OF CHECKLIST	RA	RELATED DIRECTIVE	RESP OFFL	CHECKLIST CAN BE FOUND IN	INTERNAL CONTROL REVIEW SCHEDULE				
					FY88	FY89	FY90	FY91	FY92
<u>TRAINING AND EDUCATION</u>									
26.010370 - ITEP Individual Training Evaluation Program	L	AR 350-37	D	DA Cir 11-87-2, 3 Jul 87	X				
26.010390 - PT Unit and Individual Physical Fitness Training (PFT)	L	AR 350-15	D	DA Cir 11-87-2, 3 Jul 87	X				
26.010400 - CODE OF CONDUCT/SERE Managing and Conducting SERE Training	L	AR 350-30	D	DA Cir 11-87-2, 3 Jul 87					X
26.010420 - COMPETITIVE MARKSMANSHIP Army-Wide Arms Competitive Marksmanship	L	AR 350-6	KK	DA Cir 11-87-2, 3 Jul 87					X
26.020300 - GENERAL SKILL TRAINING Cryptologic/Signal Intelligence Training Training	L L	AR 350-12 AR 350-17	D AA, BB, CC	DA Cir 11-87-3, 25 Sep 87 DA Cir 11-87-3, 25 Sep 87			X	X	
26.020400 - PROFESSIONAL MILITARY EDUCATION Individual Education and Training	L	AR 351-1	D w/AA, BB, CC	DA Cir 11-87-2, 3 Jul 87			X		
26.030100 - TRAINING SUPPORT TO UNITS Management of Training Ammunition	H	NSB Pam 350-3	II	Transmittal #41, 13 May 87			X	X	X
26.030200 - TRAINING SUPPORT TO ESTABLISHMENT Range and Training Area Plan Development	L	AR 210-21	D	DA Cir 11-87-2, 3 Jul 87				X	
26.030300 - TRAINING DEVELOPMENTS Army Modernization Training Managing and Conducting Army Forces Training	L L	AR 350-35 AR 350-41	D D	DA Cir 11-87-2, 3 Jul 87 DA Cir 11-87-2, 3 Jul 87					X X

FIVE YEAR ARMY NATIONAL GUARD MANAGEMENT CONTROL PLAN

TASK/SUBTASK TITLE OF CHECKLIST	RA	RELATED DIRECTIVE	RESP OFFL	CHECKLIST CAN BE FOUND IN	INTERNAL CONTROL REVIEW SCHEDULE				
					FY88	FY89	FY90	FY91	FY92
26.030400 - TRAINING AND EDUCATION Training Management Control System	L	AR 350-31	D	DA Cir 11-87-2, 3 Jul 87					X
26.060000 - ARMY CONTINUING EDUCATION SYSTEM TRAINING (ACES) Army Continuing Education System	L	AR 621-5	D	DA Cir 11-86-1, 30 Jul 86				X	
<u>TRANSPORTATION SERVICES</u>									
27.020100 - FREIGHT (MATERIEL MOVEMENT) Movement of Full Load Shipments Using Commercial Freight Carriers	H	AR 55-355	C	DA Cir 11-87-4, 4 Dec 87			X		
27.020300 - PASSENGERS **Providing Travel Services	H	AR 55-355	C	DA Cir 11-88-1, 9 Mar 88			X		
27.050100 - CARBO OPERATIONS **Booking and Expediting of Material Movement in the Defense Transportation System	H	AR 55-355	C	DA Cir 11-88-1, 9 Mar 88			X		
27.060000 - ADMINISTRATIVE MOTOR SERVICES Control of Motor Vehicle Use	L	MGR 58-1	J w/C	Transmittal #40, 30 Jan 87				X	
27.110000 - CARBO LOSS AND DAMAGE PROGRAM Reporting Transportation Discrepancies	L	AR 55-38	C	DA Cir 11-87-6, 28 Dec 87					X

FIVE YEAR ARMY NATIONAL GUARD MANAGEMENT CONTROL PLAN

PRINCIPAL RESPONSIBLE FOR APPLICATION OF CHECKLISTS

<u>CODE</u>	<u>PRINCIPAL</u>	<u>CODE</u>	<u>PRINCIPAL</u>
A	The Adjutant General	AA	Division Commander
B	Chief of Staff/CAA	BB	Brigade Commander
C	United States Property & Fiscal Officer	CC	Battalion Commander
D	Plans, Operations and Plans Officer	DD	Company Commander
E	Director, Information Management	EE	Installation/Camp Superintendent/Commander
F	State Army Aviation Officer	FF	STARC Commander with Veterinary Corps Officer
G	Plans, Operations and Military Support Officer	GG	Veterinary Corps Commander
H	Facilities Management Officer	HH	AAS Manager
I	Support Personnel Management Officer	II	TAMS Manager
J	Military Personnel Officer	JJ	Energy Conservation Manager
K	State Surgeon	KK	State Marksmanship Coordinator
L	State Inspector General		
M	State Maintenance Officer		
N	Public Affairs Officer		

- (1) USPF0 with TISA Logistics Officer.
- (2) USPF0 with TISA participating in Subsistence Item Survey.
- (3) USPF0 with units under Army Ration Credit System.
- (4) USPF0 with full time dining facilities.
- (5) USPF0 with ARNG Troop Units.
- (6) USPF0 with T&A Activities.
- (7) USPF0 with Unit Fund Administrator

15 June 1988

ADJUTANT GENERAL DEPT.
 JUN 27 1988
 STATE OF WEST VIRGINIA
 Charleston 25305